

Terms of Reference

Binational Value Chain Strategy for Handicraft Sector in Haiti and the Dominican Republic

1. Background Information

1.1 Beneficiaries

The beneficiaries of this assignment are private sector stakeholders from the Dominican Republic and Haiti, within the handicraft sector.

1.2 Contracting Authority:

Caribbean Export Development Agency

1.3 Relevant Background:

Caribbean Export Development Agency (Caribbean Export) has been entrusted by the Governments of the Dominican Republic, Haiti and the European Union, with the implementation of the “Trade and Private Sector Component” of the Haiti-Dominican Republic Bi-National Cooperation Programme under the 11th European Development Fund (EDF) FED/2018/399-379. This component seeks to enhance the overall business and investment climate of Haiti and the Dominican Republic as well as the international perceptions and images of both countries.

The Programme has three (3) main objectives:

1. The Promotion of a more balanced and formal trade between Haiti and the Dominican Republic;
2. The quality of goods produced in both countries and the competitiveness of enterprises is enhanced with special attention to three (3) value chains: Cocoa/Chocolate; Essential Oils/Cosmetics; and Handicraft/Fashion/Accessories/Jewellery; and
3. The institutional cooperation, between the Ministries working in trade related issues and the Customs Administrations, as well as the public-private and private-private dialogue is reinforced.

Under the objective 2, Caribbean Export will seek to develop and/or strengthen the Handicraft/Fashion/Accessories/Jewellery Binational Value Chain. The Agency seeks to map a comprehensive diagnosis for the selected binational value chain with a view of developing a joint strategy and action plan for the promotion of the same and to deliver financial and technical assistance to selected beneficiaries of Handicraft sector in each country, taking into consideration the difference and the balance between both countries, for the implementation of the action plan.

Consequently, the following consultancy seeks to develop a strategy of Handicraft sector for Haiti and action plan for the benefit of both countries; and identify potential binational partnerships and business-to-business, artcraft village contacts that would facilitate the creation of this value chain.

1.4 Related programmes and other donor activities:

Under the 10th EDF bi-national Programme, Caribbean Export along with its bi-national partners has decided to pursue the development of a strategy that maximised the export potential of both countries (Dominican Republic and Haiti). For this purpose, the Programme funded a research on “Identification and Mapping of Binational Value Chains within high-potential sectors between Haiti and the Dominican Republic”.

The report mapped and analyzed the Haiti’s Handicraft value chain and the Dominican Republic Handicraft value chain, including areas of potential collaboration between both countries in such sector.

In addition to this report, Caribbean Export fostered intra and extra regional trade and exchange of best practices in benefit of Handicraft sector of Haiti and the DR, supporting them with specific trainings and promoting the private-private dialogue between both countries, with the objective to support the setting-up of the Haitian and DR Handicraft Cluster.

Haiti is renowned for its craft. A large number of studies have already been carried out and are currently under the responsibility of the Workman and Crafts Chamber with the financing of sectorial mapping of the Haitian productions being developed and 5 counties are targeted. This approach will allow a clear and valued perception of the production of the craftsmans niches distributed throughout the Haitian territory. DR, through The National Center for Craft CENADARTE has reinforced the economic mutualization aspect of the sector, pursuing through this approach a financial autonomy for the supply in inputs of the sector and a social protection for the craftsmen as well.

Through the implementation of the 10th EDF trade component, Caribbean Export’s actions led to the completion of the Strategy for the Handicrafts sector in the Dominican Republic, a study on profitable binational value chains, two binational training workshops delivered by Cuban instructors on jewelry and leatherwork technical improvement. In addition, a set of good practice missions allowing the creation of a network of craftsmen of the region as well as sharing of knowledge profitable to the Caribbean.

2.0 Objective, Purpose and Expected Result

2.1 Overall Objective

The objective of this assignment is to carry out a comprehensive diagnosis of the Binational Handicraft Value Chain between Haiti and the Dominican Republic, with a view to developing a comprehensive strategy for Haiti and a two (2) years action plan for the promotion of the same.

The consultant(s) will also deliver financial and technical assistance to selected six (6) beneficiaries three (3) from Haiti and three (3) from Dominican Republic of Handicraft sector for the implementation of the action plan which could improve their international competitiveness via targeted actions to be funded in the framework of the EDF Haiti-DR Binational Programme, Trade Private Sector Component including possible collaboration with other international institution.

The consultant should also carry out a SWOT analysis of the proposed beneficiaries and through his diagnosis should reflect the interactions and resources of the craft community, the current state of the sector, its structure, its *modus operandi*, its social, economic and cultural relations.

The consultant should take into consideration the recommendations of the report “Identification and Mapping of Binational Value Chains within high-potential sectors between Haiti and the Dominican Republic”,¹ related to Handicraft Value Chain in Haiti and the DR.

Actions should include:

Research and Diagnosis

The consultant will be required to conduct extensive desk research. The desk research includes research into the supply and demand side of Haiti and DR Handicraft sector.

This research should also include a cost-benefit analysis of the effects of the measures taken in relation to the concerned actors of the sector in order to enrich the strategic planning and the organization of the craft sector.

¹ In annex to the publication

The consultant will collect all relevant studies, materials, and statistics already produced by relevant government agencies and other donors, NGOs and/or research institutes during at least the last ten years, such as the Inter-American Development Bank, the World Bank and USAID, which are supporting Handicraft industry in Haiti.

Consultations and Selection of Companies

The consultant is expected to propose, using a swot analysis, a minimum of 2 beneficiaries of Handicraft sector in each country from different segments of the value chain and the Steering Committee (SC) of this consultancy composed by Caribbean Export, European Union, DIGECOOM, BONFED, Ministry of Trade of Haiti and Industry and DR, Ministry of Tourism et Industries Creative of Haiti, National School of Art (ENARTS) National Office for Artisans (ONARTS) Ministry of Culture of DR represented by the National Handicraft Centre of DR (CENADARTE), FEDOCAMARAS and CCIH, will responsible of selecting two (2) beneficiaries, one (1) of each country.

Once the beneficiaries are selected, the consultant will do an exhaustive evaluation of each, to determine their needs, to help them to be more competitive, including helping them to penetrate to new markets and to assist them to improve their overall quality, packaging, labeling and presentation, among others. This will be a case by case evaluation to determine the needs of each beneficiary.

Development of techniques and market strategies for the commercial promotion of the production of artisan beneficiaries of the program with international stakeholders of the Caribbean fashion and culture. To work on the development of joint strategies for the promotion and strengthening of intellectual property.

The consultant is expected to make proposals with stakeholders in Haiti and the DR, guided by information gathered during the diagnostic phase of identifying an action plan, steps and strategies techniques for an adequate adaptation of the beneficiaries' craft production through new trends and creations of high fashion.

Delivery of Training

The consultant is expected to deliver one (1) workshop, to be held in Haiti or DR, to the beneficiaries of the program of the Handicraft sector of both countries on Intellectual Property, Standardization and Control and Quality Best manufacturing practices in association with International Trade Center (ITC) or Centre for the Promotion of Import (CBI) and the Ministry of Commerce of both countries.

Recommendations and Action Plan

The consultant is also expected to propose and draw recommendations and an action plan to secure the implementation of the bi-national handicraft value chain strategy between Haiti and the DR (yields, sustainability, quality and income generation). The action plan must describe the specific actions to implement (trainings, technical support, administrative procedure, companies to liaise with, market outlets to secure, etc.) with an indicative timeframe, and agents to address constraints identified, barriers to remove and investments that could mainstream the stakeholders in Haiti and the DR. The consultant is expected to conduct a presentation to the Steering Committee (SC) to validate the strategy and the action plan.

2.2 Project Deliverables

The consultant is expected to deliver the following results:

1. **Report 1/Inception meeting report:** This report will capture agreed timelines, approach and any potential changes to project design, that are discussed at the inception meeting;
2. **Report 2 –** Diagnosis of the Bi-national Handicraft Value Chain between Haiti and the Dominican Republic, with a view to developing a comprehensive strategy and action plan for the promotion of the same, identifying stakeholder positioning including their engagement, supply capacity, relevance, and position in each country;
3. **Report 3-** SWOT analysis for 6 enterprises from Haiti and the DR currently engaged in the Sector, they specific nodes / constraints and suggesting solutions based on international and regional good practices;
4. **Report 4-** Haitian Handicraft strategy report;
5. **Report 5- Final Report** - Report of the workshops held in Haiti or DR on Intellectual Property, Standardization and Quality Control and presentation of the final version of the bi-national diagnostic of the Handicraft value chain, Haitian strategy and action plan and detailed 24 months proposed actions plan for the six (6) selected beneficiaries.

All reports must be in French and Spanish.

3.0. Assumptions and Risks

3.1 Assumptions underlying the project

Stakeholders provide the necessary support to the consultant(s).

The time frame allocation for the assignment is sufficient to complete the assignment.

Adequate data and information is available to undertake the research in the specified time period.

3.2 Risks

The general risk includes delays with data collection resulting from reluctance of the relevant stakeholders to share information or to complete the assessment exercise; or delays resulting from other causes.

4.0 Scope of the Work

4.1. Specific Activities

To achieve the expected results, the Consultant will, at a minimum, do the following:

1. Participate in an inception meeting with Caribbean Export to define, clarify, and agree on project parameters and expectations, including timelines, reporting, etc.
2. Conduct desk and other research and/or consultations based on the requirements in the TOR and necessary to effectively complete the assignment.
3. Develop a draft bi-national Handicraft value chain analysis and action plan and the Haitian Handicraft strategy.
4. Validate the bi-national Handicraft value chain analysis report and action plan with the Steering Committee.
5. Training of Haiti and DR stakeholders on Intellectual Property, Standardization and Quality Control. One (1) workshop.
6. Provide technical assistance to the selected three (3) beneficiaries of Handicraft sector in each country and to conduct an exhaustive evaluation in each beneficiary to determine their needs using a SWOT analysis.
7. Develop a 24-month action plan for the 6 beneficiaries (3 of each country) with a view to strengthening their international competitiveness.
8. Preparation and submission of final report including final versions of the bi-national Handicraft value chain diagnostic, action plan and Haitian strategy, in hard and electronic copies. All reports must be presented in French and Spanish.

4.3 Project Management

The Caribbean Export Development Agency will be responsible for the management and coordination of this project, along with the key stakeholders – the Ministry of Trade and Industry of Haiti and DR, National School of Art (ENARTS) National Office for Artisans (ONARTS) Ministry of Culture of DR represented by the National Handicraft Centre of DR (CENADARTE), the Ministry of Tourism and Industries Creative of Haiti, the European Union, BONFED, DIGECOOM, FEDOCAMARAS and CCIH.

4.2. 1 The Deputy Programme Manager of the BNP Programme will retain overall responsibility for the project and will report the performance of the project to the Steering Committee of the Programme. Day-to-day supervision of the activities of the project is the responsibility of the Senior Advisor, Private Sector Development of the Haiti-DR Bi-national Programme (based in Haiti).

5. Logistics and Timing

5.1. Location

The assignment is commissioned under the bi-national Programme in the Dominican Republic and Haiti but does not necessarily require a constant physical presence inside both countries for the execution of the assignment.

5.2. Duration

The assignment will be undertaken over 49 working days over a period maximum of 120 calendar days.

5.3. Beginning Date and Period of Implementation

Work is expected to start by July 2019 and should be completed by October 2019.

6. Requirements

6.1. Personnel

6.1.1 This call for application is open to consulting firms and individual consultants with experience in the services outlined above. The Lead Consultant must have a strong background in the Handicraft sector. The lead consultant must meet the following criteria:

- At least a master's degree in International Trade, International Business, Social Economics, Project Management or Strategic Planning.
- Strong coordination/organization/networking skills and experience in coordinating expert teams.
- Experience with value chain analysis similar to those outlined in TOR; and has at least conducted value chain analyses before as lead consultant/researcher.
- Sound knowledge of the trade and development issues facing the Caribbean, in particular the export challenges for companies within the region.
- Experience conducting trainings/workshop for Artisans in Handicraft.
- Outstanding inter-cultural communication, networking and coordination skills.
- Experience working with enterprises within similar jurisdictions to develop their export potential and capacities.

- Excellent presentation and communication (oral and written) skills.
- Fluent in Spanish and French.
- Applicants must be nationals of or have a firm registered in an ACP (African, Caribbean and Pacific) country or in the European Union.

6.2. Required Documentation

The Applicant will at a minimum submit the following;

1. Examples of previous work done in this area.
2. Proposal submitted which should include, at a minimum; company profile, understanding of the project and methodology, available experts and qualifications, timetable/ Gantt chart for activities and a detailed proposed budget.
3. Document certifying citizenship in the case of individuals or the establishment of the head office in the case of companies.

Proposal must be submitted in two languages: Spanish and French.

Once the consultant has been selected, the proposed team can't be changed.

7. Reports

7.1. Project Visibility

The Strategy should include the logos of the European Union and Caribbean Export as well as Haitian and Dominican public institutions collaborating with the initiative.

7.2. Reporting Requirements

7.2.1. Consultant will submit the following reports:

- **Inception Report:** Presented within one week of contract signing and including an inception meeting with Caribbean Export to discuss the Report. This report will clearly outline the approach and methodology necessary for completing the assignment and any changes or suggestions agreed with Caribbean Export as relevant for successful completion of the assignment.
- **Haitian draft value chain Strategy, binational diagnostic and Action Plan** of Handicraft Sector in Haiti and the DR, identifying stakeholder positioning including their engagement, supply capacity, relevance, and position in each country.
- A report detailing the process used **to propose a minimum of six (6) beneficiaries from Haiti and the DR** currently engaged in Handicraft Sector, using a SWOT analysis that highlights constraints faced by each, the specific nodes and their constraints and suggesting solutions based on international good practices.

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- A report detailing the **bi-national diagnostic, Haitian strategy** proposed for the valuation of beneficiaries' productions on international platforms, including the program or the action plan to be implemented during the next 24 months
- **Final Report**- presenting the final version of the bi-national Handicraft value chain strategy and action plan.

All reports must be submitted in two languages: Spanish and French.

The work produced by the expert(s) will be owned by Caribbean Export and the other members of the SC.

7.3. Submission

The deliverables referred to above must be submitted to the Senior Advisor, Private Sector Development of Haiti bi-national programme.

Offers should be submitted by 17:00 (Haitian time) on June 14th, 2019 to the following address kmarseille@carib-export.com with reference **“Handicraft/Fashion/Accessories/Jewellery”**

8. Monitoring and Evaluation

8.1. Definition of indicators

Performance on the project will be measured by satisfactory completion and timely submission of the deliverables outlined in Section 2.2 and as outlined within the work plan. Feedback, other than acceptance, on each submitted Progress Report is not a requirement for the continuation of the project.

8.2. Special requirements

None